



**KENTUCKY COUNCIL ON
POSTSECONDARY EDUCATION**

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Thomas D. Layzell
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David R. Rudy, Dean
Institute for Regional Analysis and Public Policy
110G Combs Building
Morehead State University
Morehead, KY 40351

Dear Dr. Rudy:

Thank you for your submission of Morehead State University's infrastructure plan as part of the requirements for the Regional Stewardship Program. Kentucky is leading the nation in embracing the concept of regional stewardship. It is difficult work, which involves significant changes in the organizational structure, policy, and culture of our comprehensive universities. The Council on Postsecondary Education looks forward to working closely with MoSU and the other institutions as we face the challenges of addressing regional issues and realize the opportunities it offers.

The CPE will, through the regional stewardship implementation working group, create a common definition of engagement and regional stewardship in order to avoid confusion and multiple interpretations by individual universities. As a starting point for discussions, we contend the terms "service," "engagement," and "regional stewardship" should not be used interchangeably.

"Service" refers to the traditional one-way transfer of knowledge from the university to a community partner or it may mean serving on committees and other groups internal to the university.

"Outreach" and "engagement" are often used synonymously but are differentiated from "service" in a couple of ways. First, outreach and engagement are two-way partnerships between the university and community entities. The university and community partners work together to identify problems and address them. Second, outreach and engagement are of mutual benefit to the university and the community partners. The community benefits from university faculty and staff working with partners to solve a problem. The university benefits from the experience of learning from practitioners and applying their knowledge.

"Regional stewardship" is a subset of engagement/outreach activities that are focused, strategic, and identified by a representative regional group. Whereas the university may have a myriad of outreach/engagement activities that address a number of different issues, regional stewardship activities will be focused on a few priority areas that have been identified in conjunction with regional partners.



Staff members of the Council on Postsecondary Education have evaluated this strong proposal. This letter will highlight both the positive aspects of the plan, as well as areas that need improvement.

Mission/Vision/Strategic Priorities

Plan Category	Current Activity	Planned Activity	Comments
Mission Statement	The university's 2006-2010 strategic plan demonstrates a priority of public engagement in its mission statement, which reads, in part: "MoSU pursues academic excellence, research, community engagement and life-long learning. MoSU is dedicated to improving the quality of life while preserving and promoting the unique cultural heritage of East Kentucky."	Because the strategic planning process was recently completed, campus officials do not expect the mission and goal statements to change as a result of the stewardship program.	Pursuing community engagement and dedication to improving quality of life in Eastern Kentucky are referenced in the university's mission statement. Both priorities are important components of regional stewardship.
Vision	Not addressed in this section.	No additional activity planned.	Will the implementation of the regional stewardship program affect the university's vision? If so, in what ways?
Strategic Priorities	Five sub-goals of the university's "Productive Partnerships" strategic goal include: (a) strengthen and expand relationships with public schools and KCTCS institutions to facilitate alignment of the curriculum and enhanced student preparation; (b) collaborate with new and existing partners to achieve livable communities, an innovative economy, social inclusion, and collaborative governance; (c) develop an infrastructure to support a more coordinated approach to building partnerships focused on regional stewardship; (d) expand business incubators to promote entrepreneurial activities; and (e) build on the partnership with the Center for Rural Development to strengthen the community and local economy. Important components of the strategic goal of "Academic Excellence" include encouraging and supporting academic innovation through technology to enhance learning, internship programs, field experiences and active learning opportunities, and co-curricular cultural and scholarly activities.	Campus officials expect internal and extramural funding priorities to be affected by the stewardship program. They anticipate that the Regional Advisory Committee will identify areas of need that can be addressed through this initiative. Strategic priorities and resource allocations will be examined and modified prior to June 2007.	Existing strategic priorities emphasize expanding relationships with public schools and KCTCS institutions, increasing collaboration with community partners, and supporting internships, field experiences, and co-curricular learning opportunities. These are important elements of stewardship. Campus officials anticipate that the Regional Advisory Committee will identify areas of need for focusing stewardship efforts.

Unit Goals/ Performance	Unit plans for several administrative offices show a commitment to regional cooperation and engagement. For example, one objective of the office of the provost is that "each college/department will clearly articulate its role in meeting the university's mission in stewardship and will document a designated increase in external engagement activities." All academic departments are required to have goals focusing on community engagement, and the provost is leading an effort to implement an academic performance indicator related to regional stewardship.	Campus officials expect the stewardship program to have an impact on unit action plans for implementing the strategic plan. Internal reallocation of university resources to facilitate the implementation of regional activities will occur, within the context of the overall strategic plan, prior to June 2007.	All academic departments have goals for community engagement and several administrative offices have unit plans that demonstrate a commitment to regional cooperation and engagement. More detail is needed about the goal setting process, the relationship between unit goals and the university's overall strategic plan for community engagement, and procedures for monitoring performance against goals
Campus Communications	University leaders have endorsed and encouraged community engagement initiatives in major policy speeches and include references to outreach activity in printed and Web-based messages to community leaders. Electronic media, Web-based, and print marketing materials include information about the university's commitment to community engagement.	As service learning and volunteerism opportunities increase at the university, community engagement will receive even more visibility in institutional marketing programs.	Emphasizing community engagement in major policy speeches is a highly visible symbol of the university's commitment to regional stewardship and even more visibility is anticipated going forward. Other than the strategic plan, there is little mention of plans to create or modify prominent university publications to emphasize regional stewardship. Does the university have plans in this area?

Goals Identified

- Examination and modification of strategic priorities and resource allocations – June 2007
- Changes to strategic priorities and strategic allocations – 2007-08 budget cycle

Deliverables Needed

- More information on plans to create or modify publications to focus on stewardship
- Plan and timeline for incorporating regional stewardship into unit goals and performance measures

Planning/Budgeting

Plan Category	Current Activity	Planned Activity	Comments
Planning/Budget Processes	Not addressed in plan.	Campus officials intend to create a formal, dedicated category for stewardship expenditures within the university's operating budget. Priorities identified by the Regional Advisory Committee will be accommodated through revisions in MoSU's 2007-08 operating budget.	Proposed actions, such as creating a dedicated category of expenditure for stewardship activity and revising the 2007-08 operating budget to reflect Advisory Committee priorities, will enhance accountability and are well aligned with the state's agenda for this program. The university's proposal contains little information about current planning or budgeting processes and how those processes will change with implementation of the stewardship program. Will

			community representatives be involved in establishing institutional priorities? How are university priorities translated into unit priorities?
Allocations/Competitive Grant Programs	About \$2 million in institutional funds and \$3 million in external funding are dedicated to supporting engagement in the region. MoSU supports competitive intramural grant funding for faculty proposals grounded in the university's strategic goals.	The university plans to increase the amount of funding available for intramural competitive grants related to regional stewardship.	There is a good base of institutional allocations and external funding sources that support community engagement activity. There are plans to increase funding for a competitive grant program that finances faculty proposals that advance strategic priorities. More information is needed about the amount of funding the competitive grant program currently receives and is expected to receive going forward, and about the proportion of these funds that currently support, or will support, stewardship activity.
Revenue Streams	There are several centers and programs engaged in outreach activity that receive external funding, including the West Liberty Innovation Center, Small Business Development Center, HUD Community Outreach Partnership Center, and GEAR UP. Several community engagement activities are supported with endowment funds, including the Little Endowment for Theatre, Hinkle Endowment for the Humanities, and Appalachian P-16 Endowment.	The newly created Center for Regional Engagement will become a focal point for developing and securing extramural support for a substantial number of regional collaborative programs.	MoSU generates a considerable amount of extramural funding for engagement-related centers and programs and expects this investment to increase with implementation of the stewardship program. Current and planned activities in this area are well aligned with the state's agenda for the program.

Goals Identified

- Creation of a dedicated category for regional stewardship expenditures within the operating budget – 2007-08 budget cycle
- Increase in funding for intramural faculty competitive grants – 2007-08 budget cycle
- Search for extramural funding led by Center for Regional Engagement – 2007-08 budget cycle

Deliverables Needed

- Identify method by which regional stewardship activities can be identified
- More information on changes to be made to current budgeting process
- More information on competitive grant program and potential changes

Engagement Infrastructure

Plan Category	Current Activity	Planned Activity	Comments
Formal Structure	Currently, MoSU engages the region through three major venues: (a) the Institute for Regional Analysis and Public Policy, which provides applied research and organized public service; (b) the Small Business Development Center, which provides workshop training and counseling for current or aspiring small business owners; and (c) the American Democracy Project, through which MoSU promotes and coordinates community engagement activities, including service learning.	The university plans to establish a Center for Regional Engagement to expand and coordinate community engagement activities and initiatives throughout the institution by February 2007. The center will be staffed by an associate provost/director, a coordinator of service learning, a clerical support person, and five faculty or staff with 50 percent reassigned time.	The university's plan to create a Center for Regional Engagement is well aligned with the state's agenda for the stewardship program. Where will the center be located within the organizational structure of the institution? To whom will center staff report? Who will be responsible for assessing center performance? How will the five faculty and staff with .50 reassigned time be chosen?
Office of Public Outreach	Not addressed in plan.	MoSU plans to establish a Center for Regional Engagement to expand and coordinate community engagement activities.	More information is needed about the goals and objectives of the center and about the responsibilities of center staff.
Centers or Institutes	See Revenue Streams and Formal Structure above.	No additional activity planned.	The university has a good base of centers or institutes engaged in outreach activity and is planning to create a Center for Regional Engagement. The impact of the stewardship program on centers or institutes will be determined as the university moves to the capacity building phase of the program.
Faculty Release Time	Not addressed in plan.	No additional activity planned.	There is no central mechanism for providing release time or staff support for engagement activity and none is planned. The capacity building phase of the stewardship program envisions allocations for release time. Release time also could be built into proposals for stewardship initiative funds.

Goals Identified

- Creation of the Regional Institute for Civic Engagement
 - Associate provost for regional engagement in place – January 2007
 - Solicit faculty and staff candidates to serve as liaisons to colleges and units – January 2007
 - Coordinator of service learning, leadership and volunteerism in place – February 2007
 - Clerical support for coordinator of service learning, leadership, and volunteerism in place – February 2007
- Creation of Regional Advisory Council
 - Key personnel in place for Center for Regional Engagement – March 2007
 - Council members selected – March 2007
 - Strategic planning activities complete – April 2007

Deliverables Needed

- More information on how the Center for Regional Engagement will interact with existing centers and institutes
- More detail about the mission, goals, and objectives of the Center for Regional Engagement and about the duties and responsibilities of center staff
- More information about the decision to place Center for Regional Engagement within the Institute for Regional Analysis and Public Policy
- Plan to address faculty release time for faculty engaged in regional stewardship efforts

Recruitment/Professional Development

Plan Category	Current Activity	Planned Activity	Comments
Hiring Criteria	Public engagement has been an important consideration in recruitment activities at MoSU (no examples cited).	University job posting materials will be revised to emphasize an expectation that all faculty and staff will share the institution's commitment to community engagement.	The plan to revise job posting materials to incorporate an expectation of community engagement is an important first step. Will these revisions affect job posting materials for all faculty, staff, and administrative positions, or for selected positions? Can examples be provided? Will leadership in community engagement or stewardship be included in hiring criteria for faculty and administrators?
Ads/Position Descriptions	Not addressed in plan.	Campus officials plan to alter job announcement templates to include language reflecting interest in hiring professionals with expertise in regional partnership and public engagement.	Will these revisions affect job announcements for all faculty, staff, and administrative positions or for selected positions? Can examples be provided? How will implementation of the stewardship program affect position descriptions?
Performance Evaluations	Annual administrator and faculty assessments routinely include public engagement activity as a portion of determining overall performance.	The provost and Faculty Senate chair are developing guidelines that more explicitly define the role of public engagement as a key criterion in faculty performance assessment. Revisions to performance assessment procedures will be completed by June 2007.	Revising performance assessment guidelines to more explicitly recognize faculty involvement in community engagement activities is an important way to encourage engagement. How will engagement activity be recognized? What weight will be given to engagement versus other activities? Will community engagement be recognized in performance evaluations of administrators?
Professional Development	The university has provided funding for professional development in public engagement. For example, an award of \$14,000 will support a multi-day conference to assist faculty in the development of courses focused on service learning and community engagement.	Campus officials anticipate that faculty development activities will be substantially increased and reflected in the 2007-08 operating budget.	MoSU has provided public engagement conferences in the past and expects professional development activities in this area to increase as a result of the stewardship program. Does the university anticipate putting together a comprehensive plan for professional development in areas such as building community partnerships and service learning? Who would draft such a plan and when would it be completed? How

			much additional expenditure for professional development in these areas is anticipated?
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Goals Identified

- Incorporation of engagement language into recruiting and hiring templates – January 2007
- Increased budget allocations for engagement-related professional development – 2007-08 budget cycle
- Revisions to faculty performance assessment procedures – June 2007

Deliverables Needed

- More detail on what changes will be made to recruitment materials and methods
- More detail on how engagement will be incorporated into performance evaluations
- Plan for providing professional development related to engagement

Incentive/Reward System

Plan Category	Current Activity	Planned Activity	Comments
Incentive Programs	MoSU supports competitive intramural grant funding for faculty proposals grounded in the university's strategic goals.	The university plans to increase the amount of funding available for intramural competitive grants related to regional stewardship.	There is a competitive grant program that advances institutional goals and funding for that program that encourages stewardship activity is expected to increase. What amount of funding does the program currently receive, and what amount is it expected to receive going forward? What proportion of these funds will support stewardship activity? These questions will be answered as the university enters the capacity building phase of the stewardship program.
Individual and Departmental	Individual incentives are provided through competitive intramural grants program. Departmental incentives are not addressed.	No additional activity planned.	The competitive intramural grants program will provide incentives for individual faculty to engage in outreach activity. Will a program that offers departmental incentives be established?
Salary/Promotion and Tenure	Not addressed in plan.	Discussions with the Faculty Senate are underway to revise salary, promotion, and tenure systems to provide more comprehensive rewards to faculty for meritorious public engagement activities. MoSU anticipates changes in policies will be approved by June 2007.	The plan to revise salary, promotion, and tenure systems to reward faculty public engagement activity is a key component to the success of the stewardship program. Will the revised systems recognize engagement or service? What weight will be given to engagement activities? Will engagement activity of administrators be recognized?
Recognition Ceremonies/Awards	The university has awards and recognition systems that encourage public engagement activity, including a Distinguished Faculty Service Award and Distinguished Staff Service award. These awards seem to focus on traditional	No additional activity planned.	Recognizing engagement activity through ceremonies and awards helps reinforce to the campus community that university leaders value such activity. MoSU has several awards and recognition systems that encourage public

	concept of service. Other "Excellence in Civic Engagement Awards" have been established to recognize individuals, community organizations, businesses, service learning partnerships, students, faculty and staff, and student organizations.		engagement activity.
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Goals Identified

- Revision of salary, promotion, and tenure systems to reward engagement activities – June 2007

Deliverables Needed

- More detail on institutional competitive grant program that can be used for stewardship projects
- More information about possible department incentives for regional stewardship efforts
- More information about potential changes to salary, promotion, and tenure policies
- More information on existing awards and whether they focus on traditional concept of service or the more interactive concepts of engagement and stewardship

Learning Environment

Plan Category	Current Activity	Planned Activity	Comments
Curriculum Integration	Not addressed in plan.	No additional activity planned.	Several courses incorporate a service learning component, and campus officials plan to use stewardship program resources to support course development and implementation. Does the university have a comprehensive plan for curriculum development that provides a roadmap for integrating service learning and community engagement into the curriculum? If not, when will a plan be produced? Who will coordinate curriculum development efforts?
Student Service Learning	Public engagement has been integrated into the learning environment. Over 140 courses meet the criteria for formal designation as service learning classes. About one-fifth of university faculty teaches service learning courses, which are attended by about half the student body. Public engagement opportunities available to students include research, leadership, internships, and studies abroad.	Within the current academic year, all departments will provide at least one service learning course or a course that incorporates public engagement as a major portion of course activities.	Many courses already provide service learning opportunities for students, and campus officials plan to expand that number by requiring all departments to participate at some level. The university's plan for increasing service learning and public engagement opportunities is well aligned with the state's agenda for the stewardship program.
Graduation Requirements	Currently, there is no graduation requirement for some level of student community involvement, but several undergraduate programs require community involvement coursework.	No additional activity planned.	This approach is fairly typical among Kentucky's comprehensive institutions, many of whom prefer to let students elect to participate in community engagement activity, rather than requiring them to do so.

Goals Identified

- Requirement that all departments provide at least one service learning course or a course that incorporates public engagement – 2006-2007 academic year
- Sharing of lessons learned from the Honors Leadership Residential College with other academic programs – no timeframe given

Deliverables Needed

- Plan and timeline for developing a comprehensive plan for curriculum development
- More detail on how regional stewardship resources will be used to encourage and support service learning courses
- More information on the decision not to address graduation requirement for community service

Information/Reporting Systems

Plan Category	Current Activity	Planned Activity	Comments
Campus/ Community Database	The primary data collection process is the annual unit planning and assessment report process. Each academic and administrative budget unit is required to submit an online report which details progress in support of university strategic plan goals.	MoSU is in the process of implementing a new Weave Online assessment management system that will allow campus officials to track specific initiatives and activities associated with regional stewardship across all university units.	The university's plan to use an online assessment management system to monitor stewardship activity is well aligned with the state's agenda for this program. Will the new system collect data on student service learning and community engagement activities, as well as data on faculty and administrators?
Interaction Indicators	Not addressed in plan.	MoSU plans to develop a unit strategic plan for the newly formed Center for Regional Engagement, which identifies mission, goals, objectives, key indicators, and actions that will be implemented to measure quality of life in the region.	Identifying key indicators of engagement activity is an important component for the success of this program. CPE staff will work with participating universities to develop a uniform set of indicators.
Environmental Scanning	Not addressed in plan.	No additional activity planned.	The university's infrastructure proposal does not describe current environmental scanning activity, nor does it contain a plan of action for conducting such scans going forward. Who will be responsible for conducting environmental scans of the region?
Scanning Indicators	Not addressed in plan.	The newly formed Center for Regional Engagement will document in a unit strategic plan detailed mission, goals, objectives, key indicators, and actions that will be implemented to measure quality of life in the region.	Key indicators for measuring quality of life in the region will be identified in a unit strategic plan for the Center for Regional Engagement. These indicators will form the basis for identifying regional problems and opportunities.

Deliverables Identified

- Migration from the current reporting system to Weave Online – spring 2007

Deliverables Needed

- More details on online assessment management system

- More information on what types of interaction indicators are currently collected and a plan for collecting these data as part of the Regional Stewardship Program
- Plan for environmental scanning
- More information on process of identifying scanning indicators

Campus/Community Interaction

Plan Category	Current Activity	Planned Activity	Comments
Community Planning Groups	MoSU is a committed partner of "NewCity: Morehead," a major initiative to institutionalize interactions between the university and the surrounding community.	The university plans to create a Regional Advisory Council comprised of education, community, business, and political leaders by March 2007. The Council will help identify regional needs and programming priorities for the newly created Center for Regional Engagement and will assist in assessing the center's effectiveness.	The university's plan to form a Regional Advisory Council is well aligned with the state's agenda for the stewardship program. How will campus officials ensure that community members who serve on the Council are representative of the service region?
Campus Leader Participation	President Andrews serves as a member of the Local Initiative Committee of NewCity: Morehead.	No additional activity planned.	Campus leaders are actively involved in the NewCity project. Will any campus leaders serve on the Regional Advisory Council? Will any university faculty or administrators serve on sub-committees of the council? Will university personnel provide staff support for the council?
Strategic Plan for Region	The NewCities Institute has recommended that MoSU: (a) coordinate programs that meet anticipated future economic and social needs of the community; (b) implement an Entrepreneurship Degree Program; (c) focus on nurturing indigenous resource development, such as the timber industry sector; (d) expand niche markets for Bluegrass music and folk art; and (e) emphasize management and marketing education.	Specific plan for engagement will be completed by June 2007.	The university intends to produce a specific plan for engagement. Who will produce the plan? To what extent will community leaders or service region residents have input to the process? What will be the role of the Regional Advisory Council? The strategic plan for the region will be developed before the university enters the capacity building phase of the program.
University's Role in Plan	Not addressed in plan.	Campus officials expect to increase engagement in focused areas identified within the regional plan throughout 2007 and 2008.	The university's role in helping to implement the strategic plan for the region will be defined before the university enters the capacity building phase of the program.
Community Involvement in Strategic Planning/Leader Selection/Program Review	The university invited community input in its strategic planning process. Community groups were invited to provide input, and the university's Website solicited electronic input from the community.	No additional activity planned.	The university has involved external constituencies in the strategic planning process to some degree in the past. How will community input in strategic planning change as a result of the stewardship program? How widespread is external

		involvement in selection of campus leaders or program assessment? How will involvement in these areas change as a result of the program?
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Goals or Deliverables Identified

- Creation of specific plan for engagement – June 2007
- Increased interaction with citizens and institutions in the region – 2008

Deliverables Needed

- More information on the regional strategic planning process
- More information on the role of campus leaders in regional stewardship activities, including the Regional Advisory Council
- More information on the involvement of community leaders in the university's strategic planning process, selection of campus leaders, and review of programs

At the campus visit on February 14, CPE staff would like to discuss in more detail the types of information that MoSU plans to collect as well as the types of information that will be needed for the required annual reports for the regional stewardship program.

Summary

Overall, this is a good proposal. The fact that the university has included four major themes of regional stewardship (livable communities, innovative economy, social inclusion, and collaborative governance) into its strategic plan demonstrates a strong commitment to regional stewardship. And the university's participation in the NewCity: Morehead initiative will help MoSU take valuable lessons learned from this to the larger regional strategic planning process.

More information is needed on a few aspects of this proposal. For instance, faculty release time has not been addressed. There are few details on the plan to incorporate regional stewardship into professional development activities. More information is needed on potential changes to salary, promotion, and tenure policies. And we also need more information on some of the timelines you have proposed, such as the estimated timeline for the regional strategic planning process.

Council staff will discuss in detail this proposal evaluation at our February 14 meeting with the MoSU regional stewardship team. In the meantime, if you have any questions, feel free to contact me.

Sincerely,



James L. Applegate, Ph.D.
Vice President for Academic Affairs

JLA:jaw